

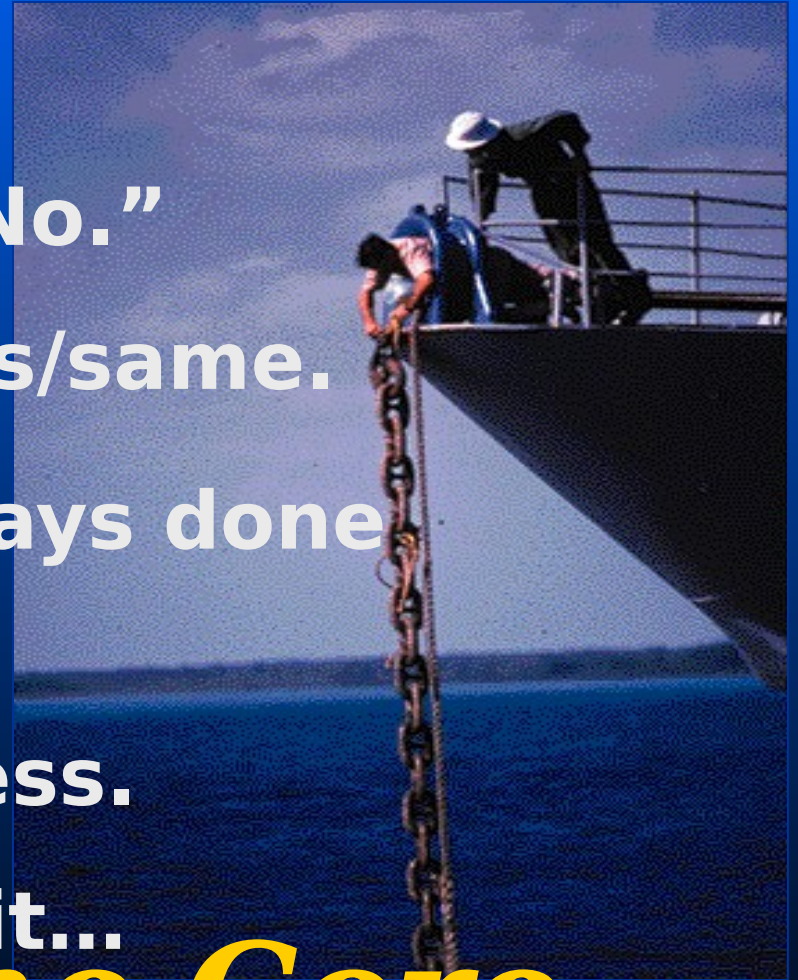
COMVAQWINGPAC SAFETY BRIEF



**RADM Richard Brooks, USN
Commander, Naval Safety
Center**

Challenges of Naval Culture

- **I can do this!!!**
- **Reluctance to say “No.”**
- **Doing more with less/same.**
- **“The way we’ve always done it.”**
- **“Can do.”**
- **Cost of doing business.**
- **Look before you do it...**



What is the Core Value?

Where Are We?



***During FY99-04, mishaps
cost the Navy and Marines
\$4.1 BILLION and 1,114
LIVES!***

539 Sailors died in FY99-03

504 Marines died in FY99-03

Indirect costs?

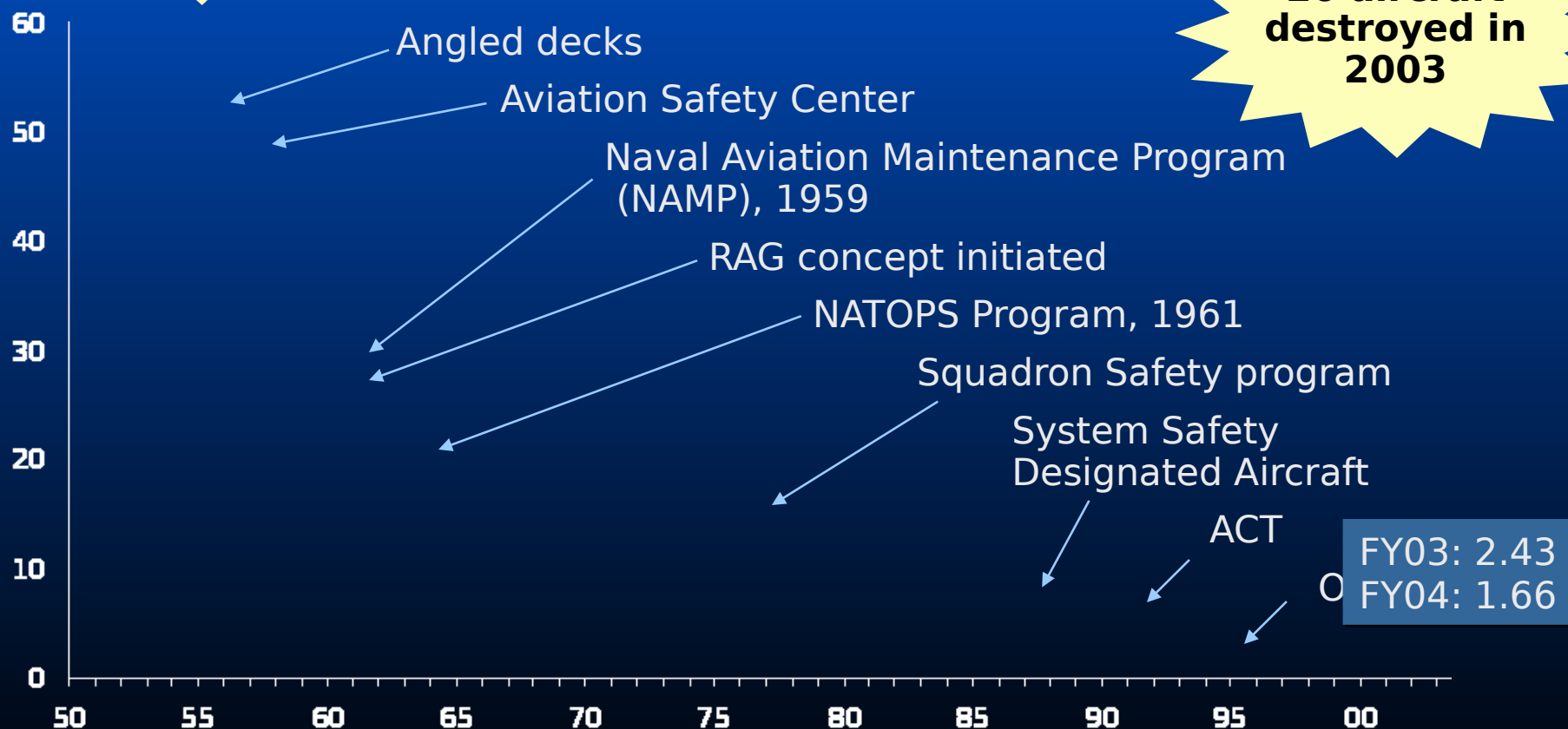
NSC Data: 29 Feb 04

Naval Aviation Mishap Trend

USN/USMC, FY50-04

**776 aircraft
destroyed in
1954**

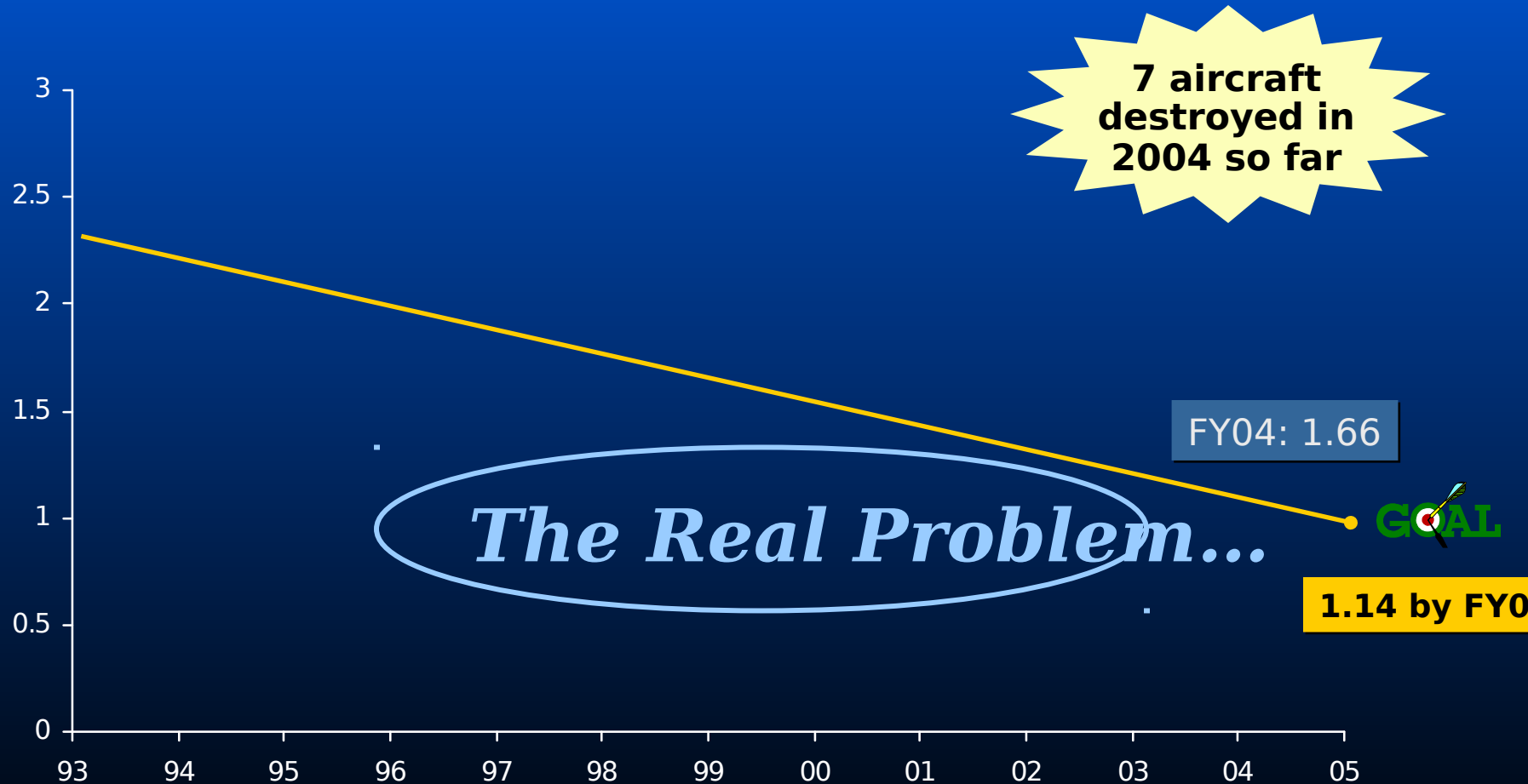
**26 aircraft
destroyed in
2003**



NSC Data: 29 Feb 04

Naval Aviation Mishap Trend

USN/USMC, FY93-04



Class A Flight Mishaps

USN/USMC, FY03-04



FY-03

37 Total

3 USN

11 USMC

12 F/A-18

4 F-14

4 EA-6B

7 Helo

7 Others

FY-04

9 Total

26 USN

6 USMC

2 F/A-18

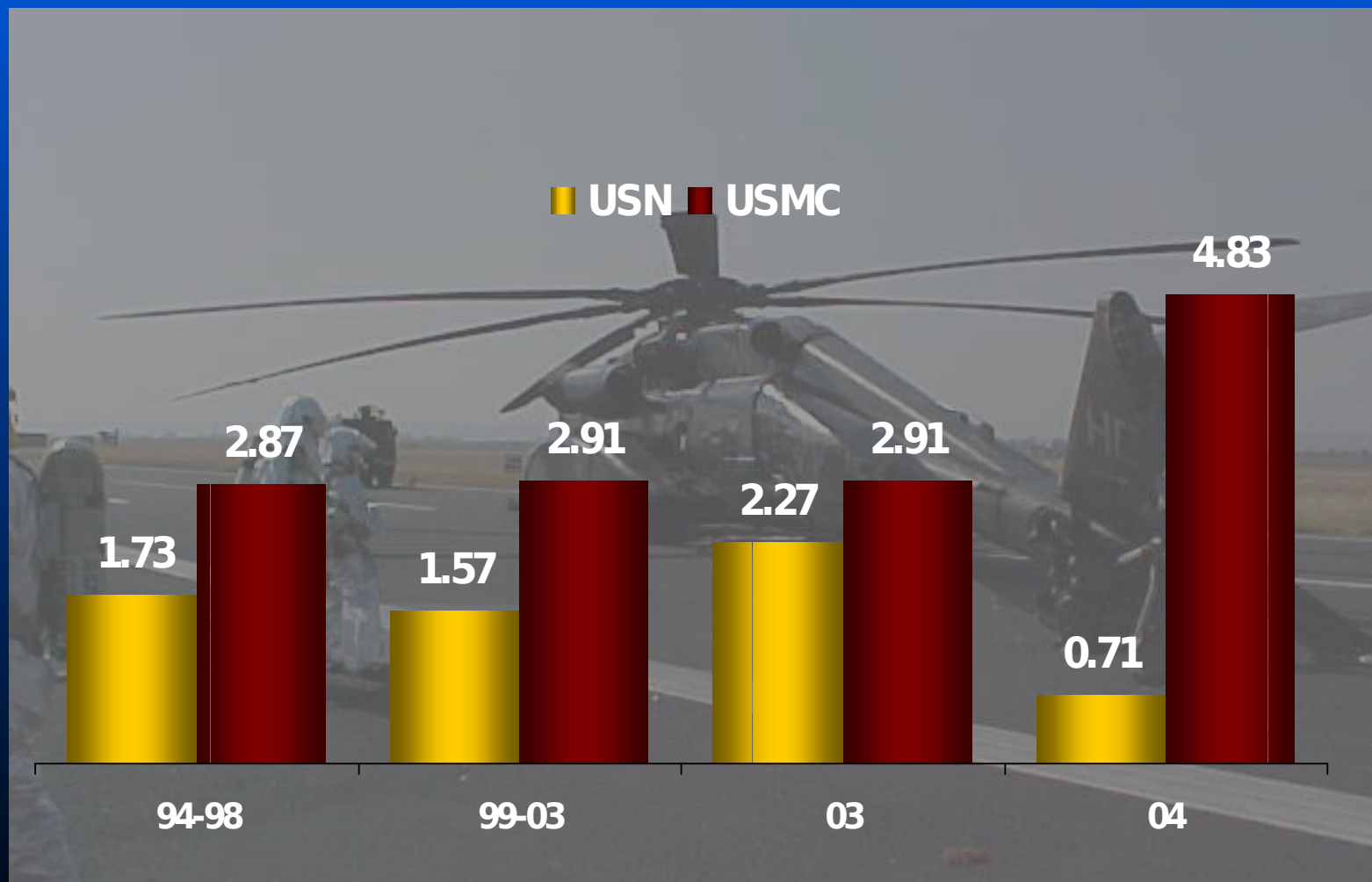
2 AV-8B

3 Helo

3 AV-8B

Class A Flight Mishap Rates

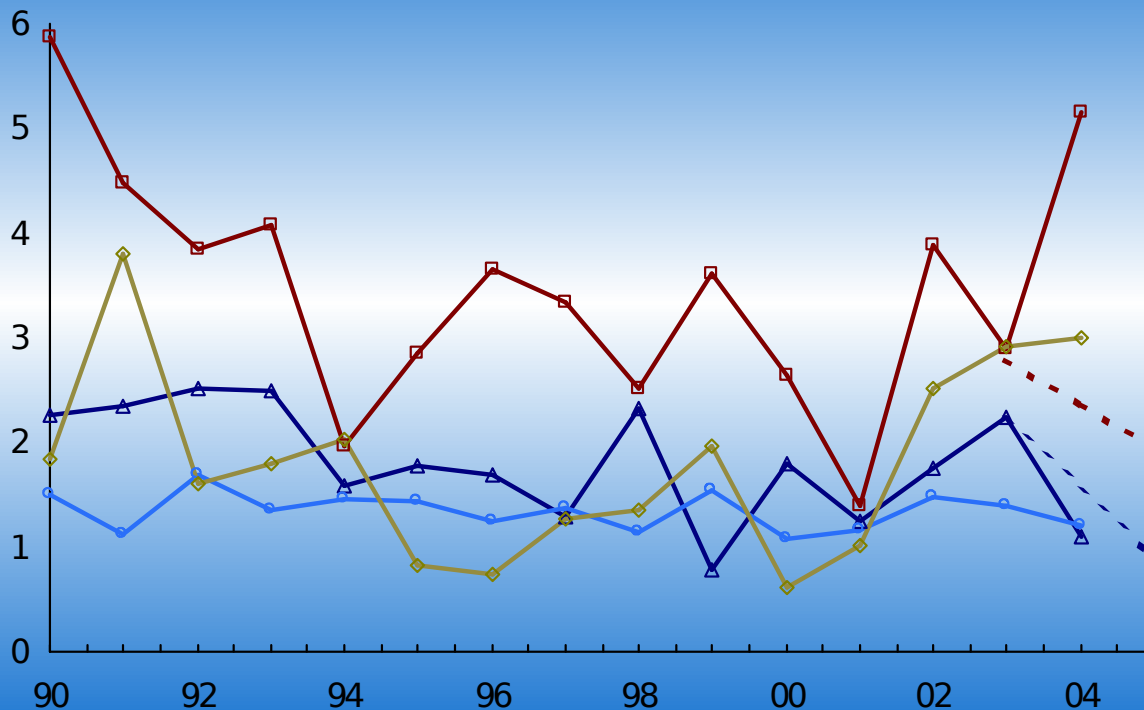
USN/USMC, Five-Year Block vs. FY03-04



Class A Flight Mishap Rates

Marines, FY90-04

USMC USN USAF ARMY USMC Goal USN Goal



FY04 RATES

Navy: 1.10

Marines: 5.16

Army: 2.99

Air Force: 1.20

GOAL

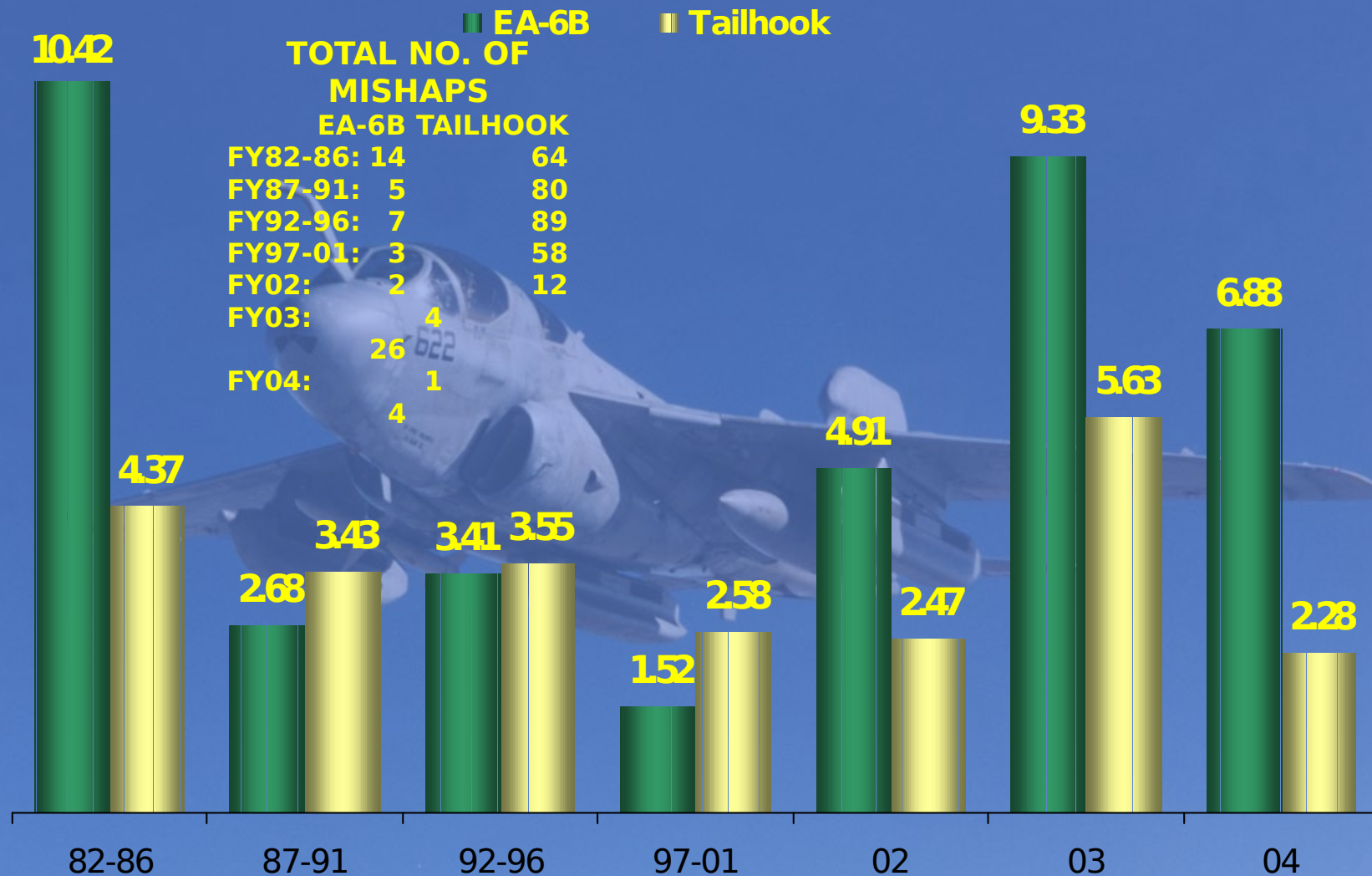
1.94 by FY05

GOAL

0.88 by FY05

Tailhook vs. EA-6B

Rate per 100,000 Flight Hours



EA-6B Class A FM History

- Since FY94 – 14 Class A Mishaps
- 2000 - 2001– No mishaps
- 2003 - 4 Mishaps
- 10 aircraft lost (+ 1 S-3)
- 30 fatalities
 - *Includes 20 foreign national civilians*

Mishap Summary Breakdown

- CFIT - 3
- 4.5 Engine Bearing Failure - 3
- Shipboard - 3
- Others - 5



Human Error..... The Major Problem



***More Than 8 Out of 10 Navy Service
Class A Flight Mishaps During FY97-03***

Intervention Strategies

- Increase the proficiency of the low time-in-model (< 500 hour) aviators
 - *Stress fundamental - Aviate, Navigate, Communicate*
- Simulators to augment flight time and to explore high risk flight environments
- Technologic Intervention
 - *MFOQA*
 - *Smart Aircraft*

Mishap Takeaways

FY03

- ***Investigations revealed:***
 - Poor airmanship
 - Skill-based Errors (SBE)
 - Breakdown in visual scan
 - » ***Inadvertent operation of controls***
 - Material failures
 - Poor crew coordination
 - Poor headwork

Survey Takeaways

- ***Safety Surveys on 90+ aviation commands revealed:***

- Aviation HAZREP submissions
- NAMP Program
Knowledge/Compliance
- High OPTEMPO (real vs. perceived pressure)
- Manning vs. Utilization
- Flight surgeon availability

Command Safety Assessment/ Maintenance Climate Assessment Surveys Thru October FY04

580 CSA's (approx. 19,000 aircrew)

- CSA observations (aircrew)
 - » 44% inadequate resources
 - » 62% commands over-committed

550 MCAS's (approx. 48,000 maintainers)

- MCAS observations (maintenance personnel)
 - » 27% "cutting corners" not discouraged
 - » 51% inadequate command safety recognition
 - » 32% ineffective pass-down between shifts
 - » 49% poor communication up or down chain of command
 - » 55% commands over-committed

Human Error

USN/USMC, FY98-03

No. of Class-A Mishaps

USN Aviation  117 of 133

 HE 88%

Non-HE
12%

USMC Aviation  62 of 71

 HE 87%

Non-HE
13%

Navy Afloat  48 of 50

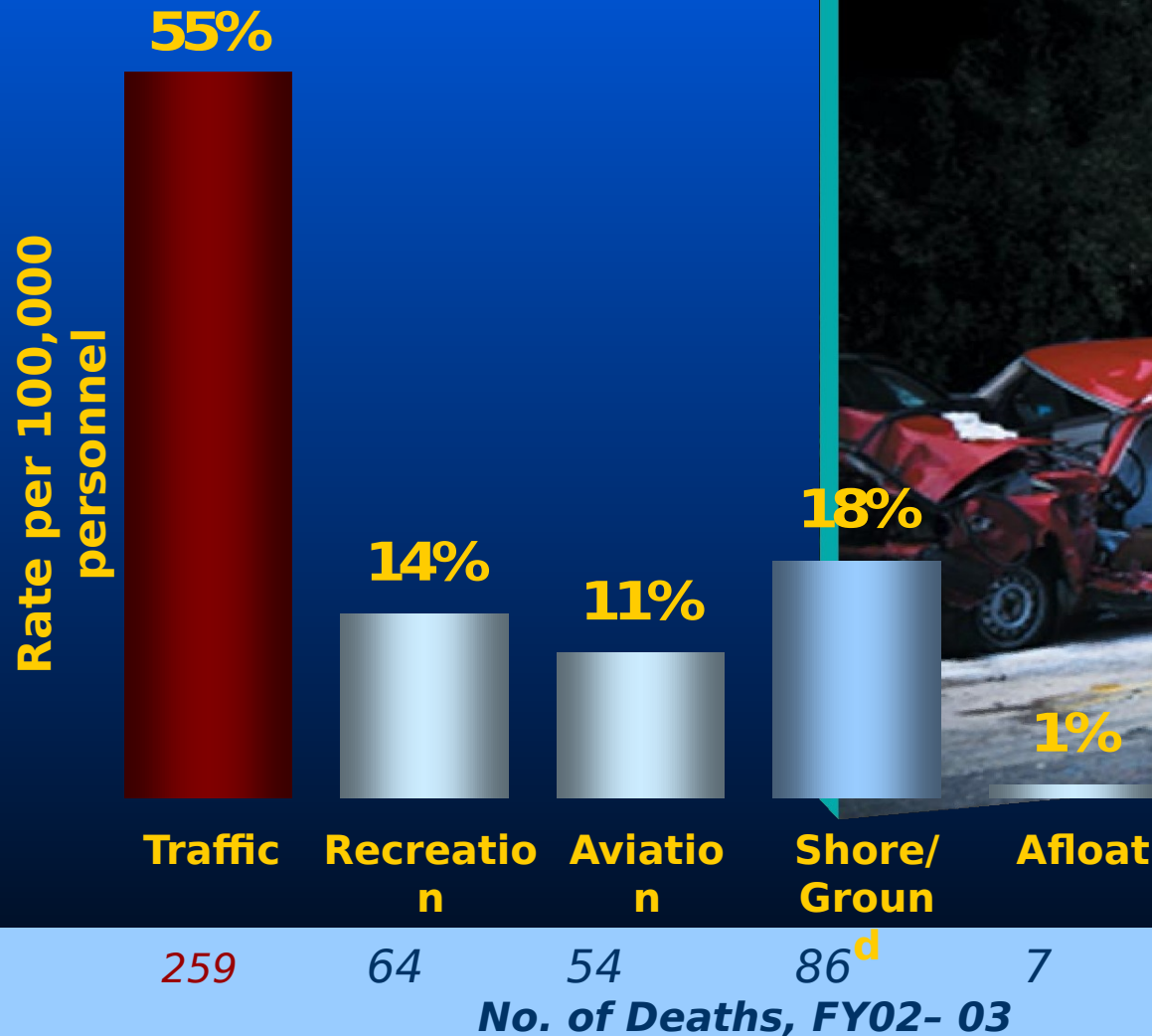
 HE 96%

Non-HE
4%

Human Error

How People Died in Mishaps

USN/USMC, FY02-03



TOTAL DEATHS

FY02: 238

FY03: 232



Cost and Deaths

**Mishap Cost:
\$4.1B**

**Aviation
\$3.4B**

AFLOAT \$378M

PMV 194M

SHORE/OPS 90M

**RECREATION
58M**

**Sailors & Marines
Dead: 1,114**

**PMV
625**

SHORE/OPS 175

RECREATION 155

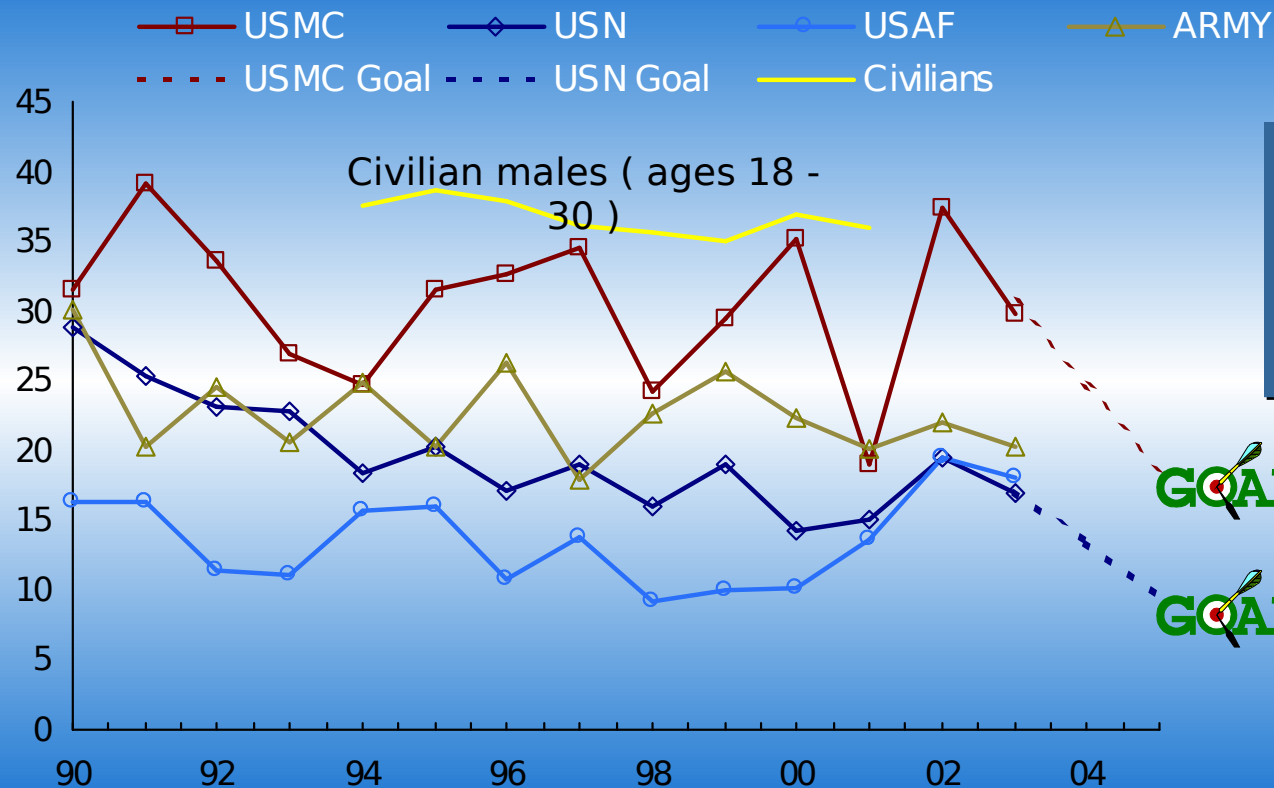
AVIATION 139

AFLOAT 20

Traffic Death Rates

All Services, FY90-04

Rates per 100,000 personnel



PERSPECTIVE

"IN 1968, WE LOST 99 AMERICAN
SAILORS IN USS SCORPION,
WHICH WE THINK OF AS A
NATIONAL DISASTER;
WHILE WE LOST
103 SAILORS AND MARINES
IN PMV ACCIDENTS IN 1998,
AND CALL IT OUR 'BEST YEAR'!"

ROBERT B. PIRIE

ACTING SECRETARY OF THE NAVY

20 JANUARY - 24 MAY 2001

There are no memorials
to honor service members
who died in car accidents.

WHY DO WE ACCEPT PMV ACCIDENTS?



Factors in Traffic Deaths

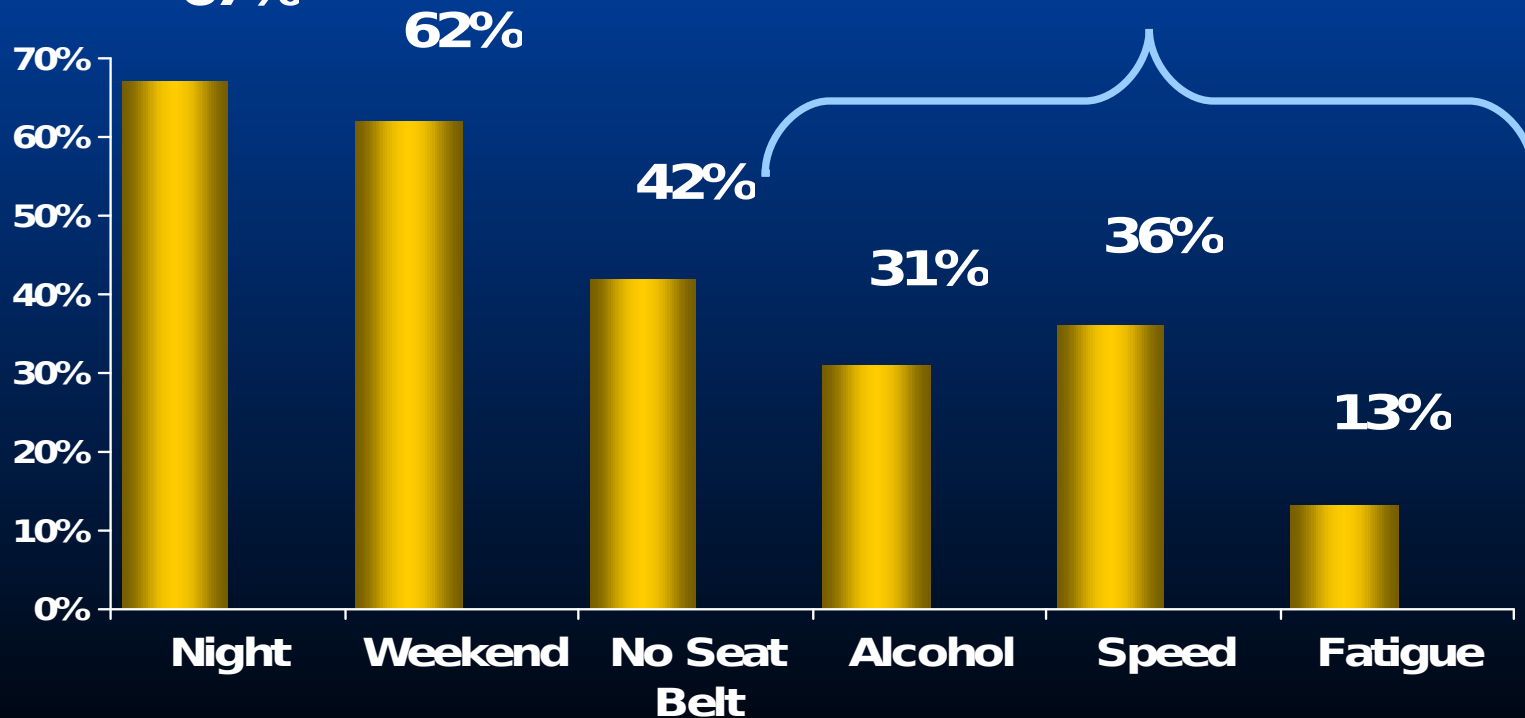
USN/USMC, FY01-03

FY01-03 Deaths:
349

FY01: 90
FY02: 140
FY03: 119
67%

FY04 Deaths:
40

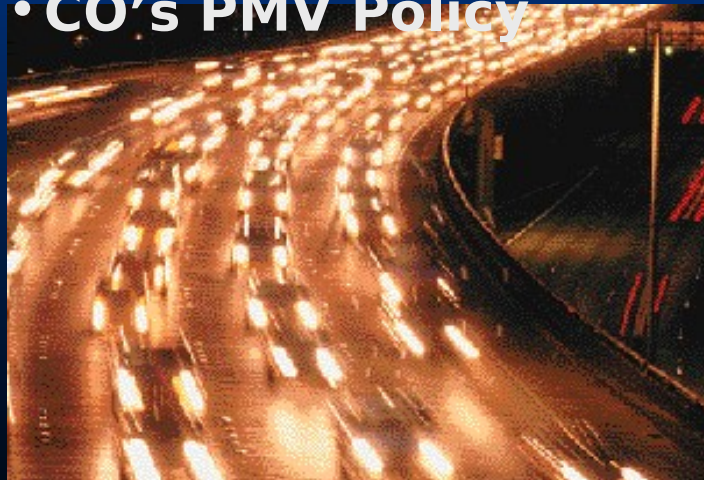
WHY?



Toolbox for Motor Vehicle Safety

(www.safetycenter.navy.mil/ashore/motorvehicle/downloads/toolbox.doc)

- **Leave Chit Statement**
- **PMV Status Board**
- **Designated Driver / CMD Transport**
- **Pre-Trip Checklist / Brief / Counseling**
- **Calling card for emergencies**
- **CO's PMV Policy**



- **PMV Safety Quiz**
- **Safety Standdowns / Seminars**
- **Pre - Holiday Briefs**
- **Newcomer orientation/Indoc**
- **Leave / Liberty request**
- **Crash Prevention Awards Program**

Organizational Culture

“The way we do things here...”

- Fundamental Building Blocks
- Group Values and Standards
- Medium for Growth
- Shaped by Leadership

“Drives Key Decisions”

Desired Cultural Attitudes

- Accountability
- Integrity
- Focus on standards
- Continuous and open communication
- Intolerance for non-compliance
- Consistent decisions
- Teamwork
- “Culture Workshop”

Operational Risk Management

- Tool for Leaders
- Logical “Process” - Not a Program!
- Common Sense
- Professional Mindset:
 - *Focus Accountability*
 - *Highlight Risk Points*
 - *Enhance Objectivity*

You Can't ORM something from stupid to smart!!!

Current Events

- **CNAF ORM University Online/TRACS**
 - 104,000 Fund Courses comp/47000 Advanced
 - 89% completion for CNAP/CNAL
 - 1491 registered users/1682 assessments conducted in TRACS
- **COMNAVSAFECEN**
 - ORM refresher TRNG conducted during Surveys
 - KRM TRNG (SEAM/AMO)
- **CNET**
 - Continued funding for TSI 'train the trainer' course
- **ASO/ASC Course**
 - Qualifying ASO's as ORM instructors since '01

Secretary Rumsfeld's Challenge



THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

May 19, 2003

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF
DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF
DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, FORCE TRANSFORMATION
DIRECTOR, NET ASSESSMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Reducing Preventable Accidents

World-class organizations do not tolerate preventable accidents. Our accident rates have increased recently, and we need to turn this situation around. I challenge all of you to reduce the number of mishaps and accident rates by at least 50% in the next two years. These goals are achievable, and will directly increase our operational readiness. We owe no less to the men and women who defend our Nation.

I have asked the Under Secretary of Defense for Personnel and Readiness to lead a department-wide effort to focus our accident reduction effort. I intend to be updated on our progress routinely. The USD(P&R) will provide detailed instructions in separate correspondence.



U06916-03

“World-class organizations do not tolerate preventable accidents. Our accident rates have increased recently, and we need to turn this situation around. I challenge all of you to reduce the number of mishaps and accident rates by at least 50% in the next two years.”

*Memorandum from
Secretary of Defense
19 May 2003*

Naval Safety Center's Campaign For 2004



Support DoD's 50% mishap reduction goal.



Expand and institutionalize safety awareness.



Promote leadership commitment to cultural change.



Expand human factors research.



Continue risk management education / training.



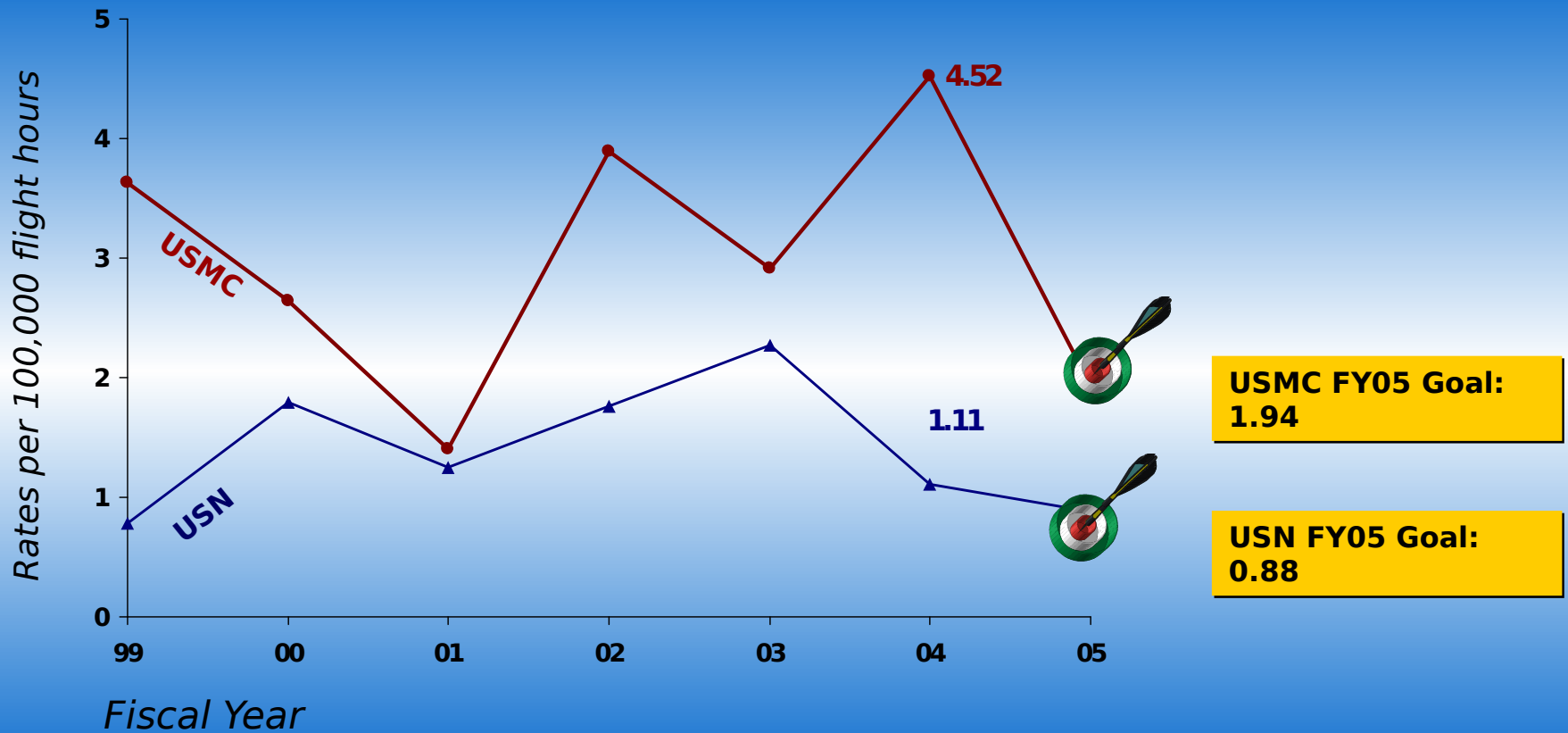
Continue developing web-based reporting system.

What We've Done So Far

- **Established Navy-Marine Corps Safety Council**
 - Identified Four Working Groups:
 - » Afloat Safety
 - » Aviation Safety
 - » Shore Safety
 - » Ground Tactical Safety
 - Drafted Naval Safety 50% Reduction Plan and POA&M.
 - Held initial chair/co-chair meeting 16 December 2003.
 - Held initial Flag-Level Safety Council Session 17 March 2004.
- **NSC Media Campaign**

Class A Flight Mishap Rates

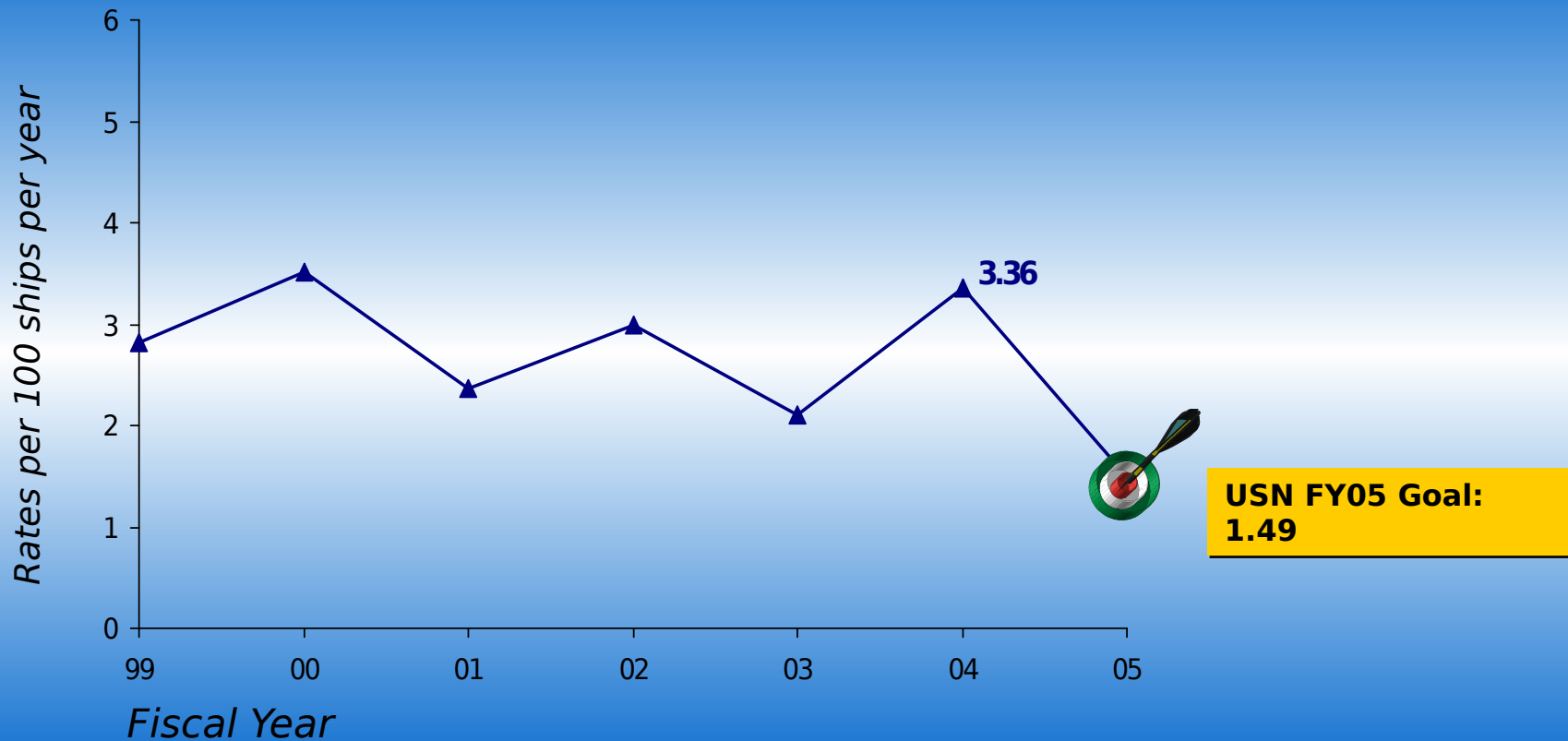
USN/USMC, FY99-04



NSC Data: 11 Mar 04

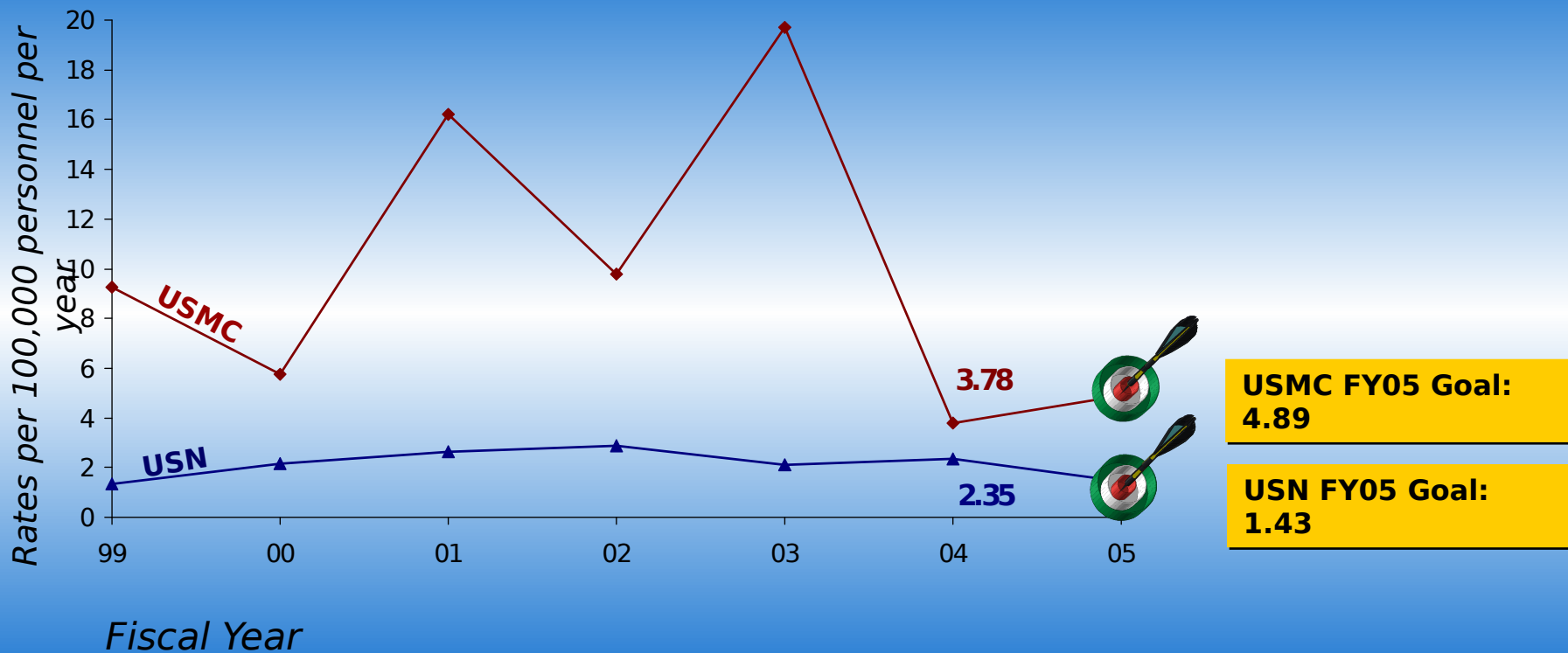
Navy Afloat Class A Mishap Rates

USN/USMC, FY99-04



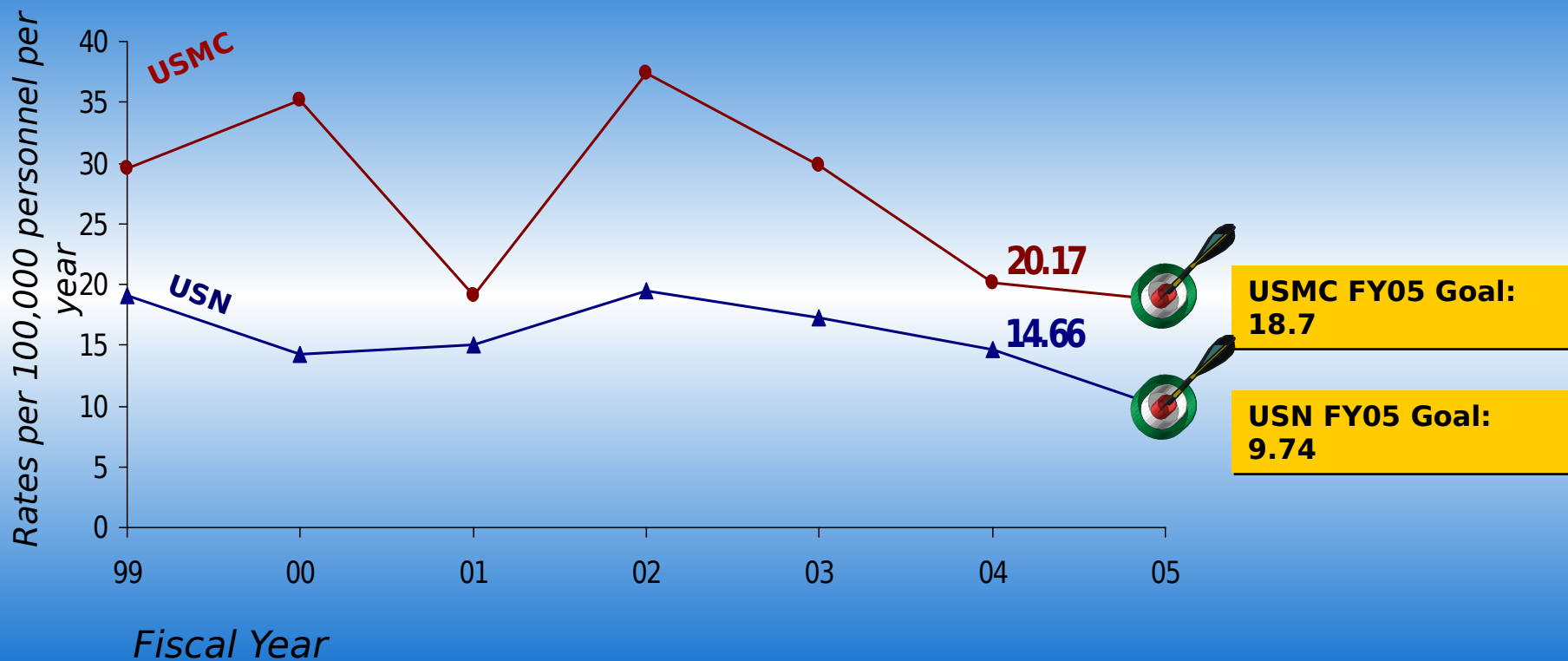
Class A Operational/Shore

USN/USMC, FY99-04



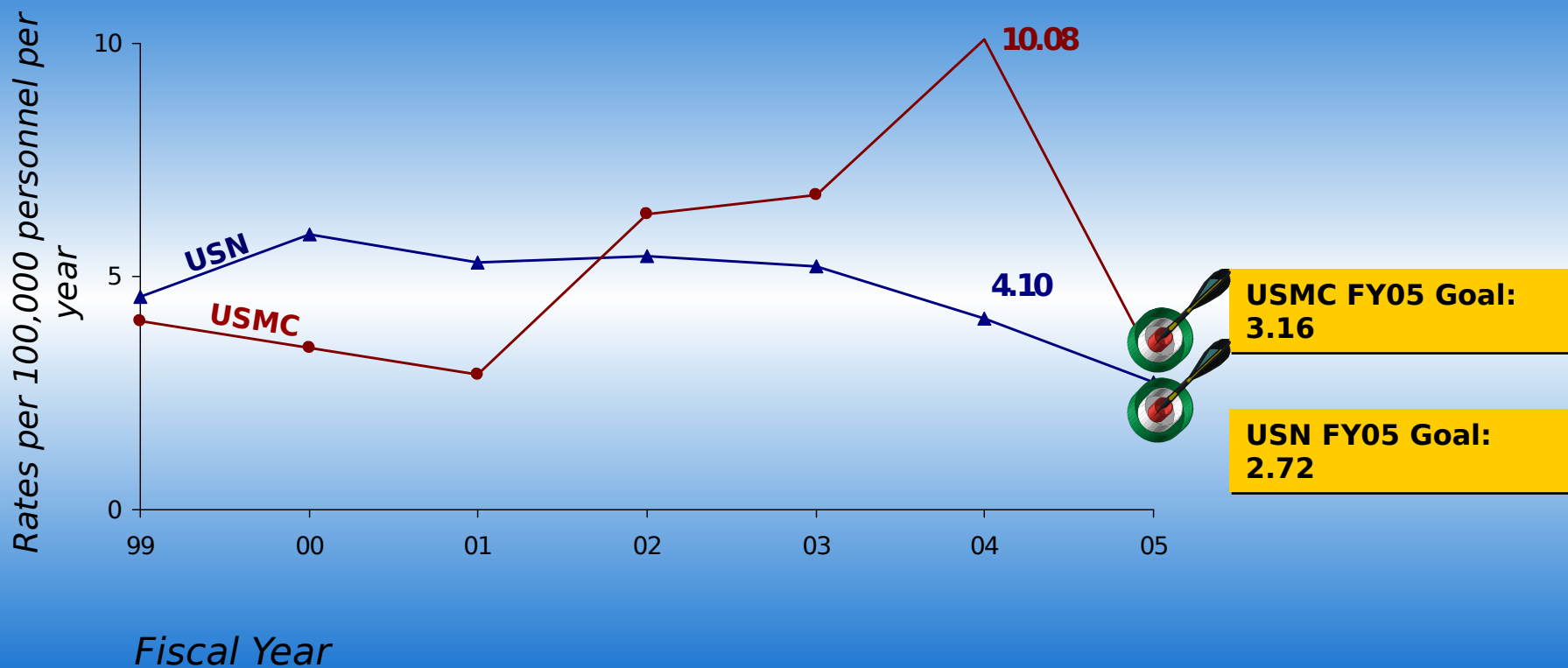
Traffic Fatality Rates

USN/USMC, FY99-04



Recreation Fatality Rates

USN/USMC, FY99-04



***“Life is tough, but it’s
tougher if you’re
stupid”***

Sergeant John M.
Stryker, USMC, in
“The Sands of
Iwo Jima”



Safety Center Services



- Surveys
- Publications
- Data Analysis
- Mishap Investigations
- ORM Training

Homepage: www.safetycenter.navy.mil/

Telephone: (757) 444-3520 DSN 564-3520

e-mail:

firstname.lastname@safetycenter.navy.mil

Questions?

